

2018-19 FDIC DIVERSITY AND INCLUSION
STRATEGIC PLAN



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Message from the Chairman



Federal Deposit Insurance Corporation
Washington, DC 20429

Office of the Chairman

February 2018

To: All FDIC Employees
From: Chairman Gruenberg
FDIC 2018-19 Diversity and Inclusion Strategic Plan

I am pleased to share with you the FDIC's **2018-19 Diversity and Inclusion Strategic Plan**.

In 2012, we established performance goals to update the FDIC's Diversity Strategic Plan and asked each division and office to develop strategic plans that identify steps to promote increased diversity through the FDIC's recruiting and hiring processes. The following year, we committed to regularly reviewing and updating the plan to ensure that it remains current and relevant, and the plan has been updated annually.

Last year we had a number of key accomplishments. In particular, the FDIC:

- Recognized its sixth Employee Resource Group, the Corporate Advocacy Network for Disability Opportunities (CAN DO);
- Hired six student interns through the Workforce Recruitment Program for College Students with Disabilities;
- Leveraged Chairman's Diversity Advisory Council (CDAC) activities to expand awareness of diversity and inclusion through 85 separate events at Headquarters, Regional, Area, and Field Office locations; and
- Raised awareness and engaged employees in discussions about diversity and inclusion through the presentation of 10 national Diversity and Inclusion Education Series events.

I am also pleased to say that implementation of the 2017 Diversity and Inclusion Strategic Plan resulted in the FDIC continuing its progress in creating and maintaining a diverse workforce and inclusive work environment. This is evidenced by the fact that our inclusion score from the Federal Employee Viewpoint Survey increased to 72 percent in 2017, well above the federal government average of 60 percent. The FDIC also ranked in the top five mid-sized agencies in the category of Support for Diversity with a score of 73.6, up from 72.0 in 2016.

While our sustained success is certainly encouraging, we must always strive to improve. The **2018-19 Diversity and Inclusion Strategic Plan** continues our efforts in this important area and includes numerous specific steps to further enhance diversity and inclusion at the FDIC.

The FDIC's Diversity and Inclusion Executive Advisory Council (EAC) will continue to oversee the implementation of the plan and ensure that our commitment to diversity and inclusion remains an important priority. While this is a two-year plan, the EAC will review the plan at its midpoint to determine if any changes are necessary. I encourage all FDIC employees to take an active role in implementing the plan.

By valuing the unique talents, ideas, and experiences of all employees, we will foster inclusion and employee engagement and continue to serve the public at the highest level.

Martin J. Gruenberg
Chairman



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Vision and Definitions and Plan Implementation

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Vision

Dedication to diversity and inclusion is embedded in the FDIC's core values, which are integrated throughout the organization and work environment to help the FDIC continue to effectively achieve its mission of preserving and promoting public confidence in the U.S. financial system.

Diversity

Diversity is defined by who we are as individuals. The FDIC recognizes that its strength comes from the dedication, experience, talents, and perspectives of every employee. Diversity encompasses the range of similarities and differences each individual brings to the workplace, including but not limited to national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures.

Inclusion

Inclusion is the process of creating and maintaining a work culture and environment that recognizes, appreciates, and effectively utilizes the talents, skills, and perspectives of every employee in the achievement of the agency's objectives and mission; connects each employee to the organization; and encourages collaboration, flexibility, and fairness.

Implementation

The strategies contained in this plan will be implemented in 2018 and 2019. The FDIC's Diversity and Inclusion Executive Advisory Council will oversee the implementation of the plan to promote leadership engagement on diversity and inclusion issues. OMWI, as advisor to FDIC leadership on issues related to diversity and inclusion, will provide actionable analytics and reporting on diversity and inclusion topics, and increase organizational awareness and engagement about diversity and inclusion throughout the agency on an ongoing basis.

Goal 1

Strategy 1

Workforce Diversity

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Goal 1

The FDIC will recruit from a diverse, qualified group of potential applicants to secure and maintain a high-performing workforce drawn from all segments of U.S. society.

Strategy 1

Ensure the FDIC's recruitment process reaches and appeals to a diverse and highly qualified pool of candidates.

Actions

- A. Formalize procedures for recruitment and outreach to emphasize diversity with a focus on high school seniors, college students and recent college graduates, and students in advanced degree and continuing education programs.
- B. Establish, broaden, and/or strengthen relationships with organizations that support diverse populations and provide recruitment opportunities for the Corporate Employee Program, Diversity Outreach Student Intern Program, Financial Management Scholars Program, Pathways Program, Legal Honors Program, mission critical occupations, management, and executive level positions, including:
 1. Historically Black Colleges and Universities, Hispanic-Serving Institutions, Asian American and Pacific Islander-Serving Institutions, and Tribal Colleges and Universities;
 2. Women's colleges and universities;
 3. Veterans organizations;
 4. Organizations that support employment for individuals with disabilities;
 5. Local, national, and professional organizations comprised of individuals with backgrounds for FDIC major occupations; and
 6. Other appropriate institutions and organizations that support the employment of diverse populations.
- C. Continue to develop corporate recruiters who are skilled at reaching qualified applicants across all dimensions of diversity; recognizing and avoiding cultural bias during outreach and recruitment activities; and promoting the FDIC as an employer of choice on college campuses when attending career fairs and other outreach events.
- D. Implement the use of social media in outreach and recruitment activities to target demographically diverse audiences.
- E. Expand access to workforce and recruitment analytics to:
 1. Measure the success of recruitment and outreach activities in reaching under-represented groups;
 2. Enable a representative of the Corporate Recruitment Program to utilize the D&I Analytics Dashboard and other tools; and
 3. Assess progress and provide advice on recruitment, hiring, and promotion trends.

Goal 1

Strategy 2



Workforce Diversity

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Strategy 2 **Employ flexibilities and best practices that promote fair and consistent treatment and equal opportunity.**

Actions

- A. Ensure that vacancies available to internal candidates are advertised to the widest or most practical audience within the FDIC to promote and encourage open and fair competition.
 - B. Use structured interview questions and, to the extent possible, diverse interview panel members.
 - C. Use Subject Matter Experts (SMEs), as needed, to review job applications and, to the extent possible, ensure the use of diverse SMEs.
 - D. Offer training to selecting officials, interviewers, and SMEs on the impact of unconscious bias in the hiring process.
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Goal 2

Strategy 1

Workplace Inclusion

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Goal 2

The FDIC will cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and to improve retention.

Strategy 1

Continue to develop succession management and career path opportunities to retain the FDIC's valued and diverse workforce.

Actions

- A. Continue to explore the feasibility of establishing additional opportunities for career advancement across the FDIC through collaboration on position management between the Division of Administration, Human Resources Branch and division and offices (e.g., bridge positions, upward mobility, cross training, details, and supervisory and managerial development).
- B. Analyze the results of the Federal Employee Viewpoint Survey and exit surveys to identify reasons employees express dissatisfaction in the workplace or choose to leave the FDIC, and utilize data to enhance working conditions to promote retention and an inclusive environment.
- C. Continue using the D&I Analytics Dashboard and other metrics to analyze attrition to determine if disparities exist and address any issues related to retention or succession management efforts.
- D. Continue to evaluate the FDIC's career development and succession planning efforts and develop strategies to ensure that they contribute to a diverse pipeline of candidates, especially for leadership and at the executive management levels:
 1. Management Succession Planning Review;
 2. Pilot efforts to identify potential areas of focus for future succession planning for corporate-graded employees; and
 3. RMS specialty examination skills.

Goal 2
Strategies 2, 3



Workplace Inclusion

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Strategy 2 Apply career management policies and practices consistently to ensure every eligible employee has an equal opportunity for career advancement.

Actions

- A. Support transparency of developmental opportunities by posting Expression of Interest (EOI) announcements, ensuring they are accessible to all eligible employees, and systematically tracking applications and selections.
- B. Continue OMWI's collaboration with division and office Directors, Corporate University, and the Division of Administration to identify and address barriers affecting the inclusion of diverse employees in career development programs and opportunities.
- C. Continue to track Leadership Development Program and Masters of Business Administration (MBA) Program applications and selections to ensure diverse participation.
- D. Continue to integrate coaching into Corporate University, career management, and mentorship programs, specifically related to promoting diversity and inclusion.
- E. Encourage participation in formal coaching, as well as informal coaching between supervisors and employees.

Strategy 3 Implement an ongoing communication strategy to reinforce the commitment of all employees to diversity and inclusion.

Actions

- A. Continue to develop various channels of communication for employees to learn about diversity and inclusion and engage in open dialogue (e.g., with OMWI, Chairman's Diversity Advisory Councils (CDACs), and Employee Resource Groups (ERGs)).
- B. Identify potential topics and ensure that internal publications, such as the *FDIC News*, include articles to further promote the importance and success of diversity and inclusion to the FDIC.
- C. Promote and share activities, events, and awards and recognition with diversity and inclusion interests with the FDIC workforce via the diversity and inclusion website.
- D. Raise public awareness about the FDIC's diversity and inclusion efforts by sharing relevant information on the FDIC's external web site, at FDIC outreach events, and in external reports and publications.
- E. Continue to annually update and post the FDIC's Equal Employment opportunity and Non-Discrimination Policy statement on the FDIC internal and external websites along with appropriate information about employee rights and responsibilities under civil rights and related laws, regulations, and executive orders.

Goal 2
Strategies 4, 5



Workplace Inclusion

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Strategy 4

Nurture the acceptance of diversity and inclusion as a consistent part of the FDIC's work environment through continuous learning efforts.

Actions

- A. Continue to promote awareness and discussion of diversity and inclusion by focusing on issues that impact today's workplace, including, but not limited to, generational, gender, gender identity, and veterans' issues, unconscious bias, and misconceptions about working with individuals with disabilities.
- B. Ensure equal employment opportunity and diversity and inclusion are included in developmental competencies that enhance organizational units, workgroups and high-performing teams, and that they meet the needs of the FDIC and its workforce.
- C. Implement online diversity and inclusion training for employees to ensure consistent understanding of the FDIC's commitment to diversity and inclusion.
- D. Continue to enhance the Diversity and Inclusion Education Series in conjunction with the CDACs by ensuring programs and activities support the learning experiences for all employees, while continuing to recognize federal observances.
- E. Continue to provide diversity and inclusion messaging in classes for new employees and supervisors such as One FDIC, Leadership 101: Introduction to FDIC Leadership, Essentials of Team Leadership, and Fundamentals of Supervisory Leadership.
- F. Continue to provide training to managers, supervisors, and employees about the prevention of unlawful discrimination, retaliation, and harassment through in-person training, computer-based training, webinars, and resource information on the OMWI website.

Strategy 5

Strengthen programs to increase employee engagement to support and promote agency-wide diversity and inclusion efforts.

Actions

- A. Engage the CDACs to expand awareness of diversity and inclusion at headquarters, regional, area, and field locations.
- B. Leverage the Workplace Excellence Program as a resource for maintaining and institutionalizing positive workplace programs and policies to enhance retention.
- C. Continue to support employee development of and participation in ERGs at headquarters, regional, area, and field locations, and provide such groups with access to present ideas and issues to OMWI, the Workplace Excellence Steering Committee and Councils, the CDACs, and the Diversity & Inclusion Executive Advisory Council (D&I EAC).

Goal 2

Strategy 6



Workplace Inclusion

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- D. Encourage managerial support and sponsorship of ERG, CDAC, and Workplace Excellence activities to the extent that the support provided will benefit the FDIC's workforce.
- E. Support and collaborate with division and office level diversity working groups.
- F. Address workplace issues and/or enhancements to support retention of diverse employees as they are identified by the CDACs, Workplace Excellence Steering Committee and Councils, and ERGs.

Strategy 6

Support employee inclusion by recognizing the diverse priorities and needs of employees in maintaining healthy career/work-life integration.

Actions

- A. Seek out and adopt policies, programs and benefits that support and enhance the career and work-life integration of employees, including telework, wellness programs, and other work-life flexibilities and benefits.
- B. Encourage employees and supervisors, where appropriate, to enable flexible workplace policies that support employee engagement and empowerment.
- C. Educate employees on the benefits of the career and work-life programs on employee retention and increased productivity.

Goal 3
Strategies 1, 2

Sustainability

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Goal 3 The FDIC will equip leaders with the ability to manage diversity, measure results, refine approaches on the basis of the results, and institutionalize a culture of inclusion.

Strategy 1 Tie diversity and inclusion to FDIC business success.

Actions

- A. Establish FDIC annual performance goals that further promote diversity and inclusion throughout the FDIC.
- B. Promote accountability at all levels for cultivating a culture that encourages collaboration, flexibility and fairness to enable individuals to contribute to their full potential.
- C. Continue to coordinate, through OMWI collaboration, the development of diversity plans by divisions and offices tailored to their respective needs and challenges, and facilitate progress reporting to the D&I EAC.
- D. Engage senior leadership and the D&I EAC through collaboration, consultation, and communication on diversity and inclusion issues impacting the FDIC.
- E. Ensure that OMWI reports progress on the effectiveness of diversity and inclusion policies and programs at least quarterly to FDIC leadership through the D&I EAC.
- F. Review the FDIC Diversity and Inclusion Strategic Plan annually and update, if needed, to align with FDIC diversity and inclusion priorities, division and office level diversity plans, performance goals, and other related human resource strategies to support diversity and inclusion.

Strategy 2 Make diversity and inclusion reporting more actionable through improvements in data collection, presentation and reporting frequency.

Actions

- A. Continue to review data analytics requirements, identify new reporting techniques, and incorporate external data sources to enable more comprehensive analyses of recruitment, advancement, and retention.
- B. Assess the effectiveness of existing controls to ensure the reliability of data on workforce analytics for internal and external reporting, and revise the controls, as necessary, if issues are discovered.
- C. Enhance OMWI's advisory role to the leadership of FDIC divisions and offices.

Goal 3

Strategy 3

Sustainability



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Strategy 3**Create opportunities for executives to demonstrate commitment to and support of diversity and inclusion in the FDIC.****Actions**

- A. Encourage executives and managers to speak at both internal and external events that demonstrate their commitment and support of diversity and inclusion.
- B. Collaborate with executives and managers on the Diversity and Inclusion Education Series to broaden program perspectives to meet the needs of their divisions and offices.
- C. Engage employees in discussions about diversity and inclusion to allow management to gain insights and possible action items to pursue at the division and office levels.
- D. Identify and share diversity and inclusion best practices at the division and office levels.

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